

Planning Guidelines
2013

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Planning Guidelines 2013.

Foreword.

The year 2013 will be particularly challenging for the Compagnia di San Paolo. Our geographical areas



of reference have been hit most severely by the financial crisis - more than other parts of Italy - and the required spending review in the public sector is bound to make the picture even worse. It will take some time before the combined

effects of restored market confidence in the Italian economy - as national productivity and competitiveness pick up again - together with the impact of EU measures for development and a rebound of world demand lead us towards recovery.

The scenario is far from rosy across all the Foundation's areas of activity.

In 2012 requests for funding have been characterized by a greater sense of urgency, reflecting the needs of the community in these difficult times. Several institutions and organizations are pushed against a wall as they run

For the Compagnia di San Paolo
2013 will be a particularly
challenging year, but the
Foundation will not be caught
unprepared.

out of reserves that were used to face recent emergencies. Funds for culture, social activities and research have dried up and local public institutions are entering the arena to access additional funding while awaiting the tangible effects of the measures adopted to generate efficiencies. The priorities of a large portion of the business world have shifted and no longer include donations and sponsorships. Additionally, fiscal pressure has reached a point that significantly limits charitable giving, which is thus unable to offset the drop in public funding.

In this context, the same rationale applies to Italy and the Compagnia di San Paolo: every action is guided by the need to prioritize, to increase efficiencies and to pursue self-discipline.



The Compagnia's approach: keeping the pulse of the community.

There will never be a return to the status-quo as it was before the crisis, a fact the community should be fully aware of. And yet, this is also a starting point, the dawn of a new phase that will shape the future of our economy - a time that calls for rational thinking,

solid values and creativity. The Compagnia will not be caught unprepared. Cautious and diversified management of existing assets ensures that in 2013 the total amount of funding to be awarded will remain unchanged, in spite of market volatility.

Moreover, the Compagnia's ability to promptly pay out allocated funds - *bis dat qui cito dat* - will remain one of the strongest points of its partnerships with other players, in the face of chronic liquidity shortages and delayed payments.

As regards the break-down of funds to be awarded, the adjustments undertaken in the past years have now led to a reasonable balance between the different sectors: the Compagnia will continue to contribute its resources for the future by investing in research and advanced education; it will support social initiatives that target growing social vulnerability, with an eye towards assisting fragile individuals and promoting solidarity; it will look to culture and cultural activities as essential aspects of citizenship and civilization as well as drivers for development.

In general the fil rouge of the Compagnia's grant-making strategy will consist in creating new opportunities at a time when options seems to disappear and promoting local development through an articulated grant-making policy.

Moreover, the Compagnia will continue to promote the development of the local economic system through direct mission-related investments.

In parallel much will be expected of our partners: effective organization and efficient management of institutions and projects are of the essence and all partners will be encouraged to pursue both. The following pages illustrate in some detail the guidelines

that the Compagnia will present to its numerous stakeholders for 2013. In spite of being drawn up at a time of significant change – including the renewal of the Compagnia's governing bodies, that took office in September 2012 - the guidelines are in line with the work accomplished in recent years. However, they also introduce a degree of flexibility with reference to the multi-annual plan that is currently being defined.

REORGANISATION OF THE COMPAGNIA'S SECTORS		
	Total (€/000)	%
Art, Activities and Cultural Heritage*	31,000	24.22
Scientific and Technological Research*	32,000	25.00
Education, Schools and Training*	11,000	8.59
Health, Preventive Medicine*	5,000	3.91
Voluntary Work, Philanthropy, Charitable Activities*	31,100	24.30
Elderly Care	3,000	2.34
Youth Development and Education	4,900	3.83
Mental Distress and Disease	3,000	2.34
Family	4,000	3.13
Crime Prevention	2,000	1.56
Drug Addiction Prevention and Rehabilitation	1,000	0.78
Total	128,000	100.00

*The first five sectors as defined in Art. 11 of Law 448/2001 account for around 86% of total funding allocated by the Compagnia di San Paolo to institutional activities. Individually their weight is greater than that of other relevant sectors of activity.



2013: Breakdown by Sector Allocations.

Research and Advanced Education

43,000,000 euros

Artistic Heritage

16,000,000 euros

Cultural Activities

15,000,000 euros

Health

5,000,000 euros

Social Policy

49,000,000 euros

Special Funds for Voluntary Work

4,706,667 euros

According to some, the next three years should take us out of the woods, but much work remains to be done. In this sense in 2013 the Compagnia will concentrate on creating the

conditions that open up new and better prospects for the future in the areas in which it operates, without neglecting the present dimension and the needs that call for immediate action.

The scenario is remarkably similar to that of 1563, the year when the Compagnia di San Paolo was originally founded: 2013 marks the Foundation's 450th anniversary.

Scientific and Technological Research.

As regards the Compagnia's support to scientific research in 2013, special emphasis will be placed on: actions that generate synergies and efficiencies; the creation of a regional research and innovation system characterized by "smart specialization" and effective partnerships; sectors characterized by a close connection between basic and applied research - technological and production innovation - particularly for the benefit of the local community; greater integration among the Compagnia's Operating Bodies and between the latter and the research system, to promote synergies, economies of scale and attraction of external resources. Those are mid-term objectives in the framework of a strategy that aims to bring regional research up to par with European and international standards, at least in specific areas, so as to

turn the sector into an engine for development at local level. It is a fact that research systems no longer function according to consolidated structures and traditionally privileged



positions, but require a solid reputation and a constant focus on advancements. Available resources are limited and they require careful coordination, that should also extend to the actions of

Research systems no longer function according to consolidated structures and traditionally privileged positions, but require a solid reputation and a constant focus on advancements.

the various players involved - research institutions, but also independent non-profit entities like the Compagnia, the business world, public institutions and other organizations, like Chambers of Commerce. Italy's fragmented landscape is becoming a serious liability that the regional community must be determined to overcome. Two are the instruments adopted by the Compagnia with regard to scientific research: Operating Bodies and Agreements with Universities through which most of financial resources are allocated. Research is no longer the realm of consolidated structures and traditionally privileged positions: today competition is fierce and it calls for a solid reputation and constant advancements.

The Compagnia's priority research fields in 2013 will be Information and Communication Technologies (ICT), Nanotechnology, Energy and Life Sciences.



Information and
Communication
Technology

Nanotechnology

Energy

Life Sciences

Scientific Research
priority areas
of interest.

As regards ICT, human genetics and genomics, the Compagnia will be operating exclusively through the

Mario Boella Institute (ISMB) and the Human Genetics Foundation (HuGeF) - the two Operating Bodies active in the

field of research that were set up jointly with the Turin Polytechnic and the University of Turin.

Together with SiTI - another Operating Body of the Compagnia – ISBM will start or evaluate proposals for new research projects on the *Smart city* concept and in general on ICT applications in the regional area. Energy studies and

view to encouraging contact between the research and production worlds and facilitating collaboration and integration between research institutes – for

based on the same “application window” model that may become an instrument of choice also for Piedmont. In parallel, the Compagnia will consider proposals in applied research in the field of medicine and healthcare submitted by hospitals and medical trusts in Turin for projects with significant effects on clinical activities. *Popularization of science* deserves special mention. This is the objective pursued in Turin and Piedmont, and in Genoa, by several entities.



translational projects in the energy sector will hinge on Turin’s Energy Center, that should become a referent for research strategies implemented by the University of Turin and the Polytechnic and the business world. As regards life sciences, the Compagnia will continue to promote greater focus also with a

example, a specific call that will close in April 2013 targets research centers based in Genoa. As a result, evaluation and selection procedures will be streamlined

The Compagnia continues to support initiatives that facilitate access by a varied public to scientific and technological knowledge, their practices and their applications.



Istituto
Superiore
Mario Boella.

In order to draw up a comprehensive program of activities avoiding overlaps an integrated system - or at least a coordinated network – should be created in Turin’s metropolitan area.

In this context the *Xké? (Why?) - The Curiosity Lab*, managed by the Foundation for School (*Fondazione per la Scuola* - one of the Compagnia’s Operating Bodies), will play an important role by promoting

science in primary schools. Lastly, two deadlines will be set for applications to be submitted to the Compagnia with a view to promoting integration among local operators.

Economic, Legal, Socio-Political and International Research.

The considerations that have inspired the Compagnia's program in this area are similar to the ones applied to scientific and technological research. Sustainability over time - also through the integration of various research



entities active in similar fields - will characterize initiatives also in 2013, particularly with reference to entities for which the Compagnia is the sole or primary source of funding. This rationale also applies to Operating Bodies, according to their mission. Beneficiaries will be required to

pursue a rationalization of operating costs, also through organizational and management solutions proposed by the Compagnia, to identify and to attract additional funding from other sources. As regards scientific programs,

Operating Bodies will be encouraged to collaborate among themselves and with Universities. As regards research in the Sector's relevant areas of interest, funding to universities will be awarded in the framework of existing Agreements, as described in greater detail below.

Sustainability over time will characterize initiatives also in 2013 - particularly with reference to entities for which the Compagnia is the sole or primary source of funding.

In 2013 a number of instruments set up in the framework of the Agreements - like joint planning and calls for proposals - will be evaluated for the first time.

Continued support to research and advanced education centers outside of the University system that have benefitted from the Compagnia's grants in the past will also be subject to careful evaluation. Three areas of research have been identified as pivotal for the purpose of promoting integration between research centers and the creation of new competences: Legal Studies (comparative and international law, including fundamental rights, hinged on Association ISAIDAT); European Studies (based on the reorganized



The areas of interest for Economic and Legal Research projects .

Research Centre on Federalism); Global and Area Studies (T.WAI - Turin World Affairs Institute with national and international partners). Research proposals submitted to the Compagnia will be required to fall under those

three areas and will need to be in line with set research programs. In 2013 a limited number of areas of interest will be supported through the action of specialized partners that include Centro Einaudi and Association

ASVAPP (evaluation and analysis of public policy); FIERI (migration and integration); Torino strategica/Torino Nord Ovest (studies on territorial development and network creation in Turin and Italy's North-Western area).

The attention that the Compagnia devotes to the international dimension stems from the conviction that the conditions for development and advancement in Piedmont and in Italy depend on a mix of internal and international factors. In order to ensure international visibility to

framework of multiannual programs, including IAI (Istituto Affari Internazionali) and GMF (*German Marshall Fund of the United States*). Both have set up a local office in Turin. Comparative programs carried out jointly with GMF on urban and regional studies (including the Turin-Detroit project) will continue to promote the identification of direct connections



Turin-based centers they will be required to develop stable relations with foreign research centers and foundations that are partners of the Compagnia in the

between policy measures, practices and scientific analysis regarding Turin and Piedmont.

The Compagnia participates in joint programs with leading European foundations, for the aim of promoting

Turin as a center for the study of international law and as a reference point in Europe for advanced training and education. Lastly, in 2013 support to the UN center in Turin and the three UN institutions headquartered in Turin, may also include - based on available resources - projects for the renewal and the integrated management of Campus facilities, also with a view to attracting additional UN entities.

Research and Advanced Education: Agreements with Universities.

The Compagnia's support to the University is regulated by the Agreements that the Foundation has signed with major partners: University of Turin and Turin Polytechnic, the University of Eastern Piedmont



Logo of the ILO
(International
Labor Organization)
International
Training Center .

(Università del Piemonte Orientale) and the University of Naples Federico II jointly with Istituto Banco di Napoli Fondazione.

The Agreements set out mutually binding obligations and are governed by joint managing boards.

The Compagnia has identified a number of key areas and objectives that will be maintained throughout 2013.

As regards didactic activities, support will be given to advanced education (especially PhD programs) for the purpose of consolidating initiatives that open up employment opportunities and that increase the availability of young professionals possessing advanced training and education. As regards research, the Compagnia aims to increase

As regards both research and didactics, the Compagnia will also invest on internationalization to ensure that partner Universities can participate in activities of major mobility networks.

The Compagnia's approach will require University partners to share methods and instruments, to pursue economies of scale and to create synergies.

In 2013 a new area of application of this line of activity may concern the project for an Inter-University PhD School (*Scuola Interateneo di Dottorato*) on a regional scale: the feasibility study is currently under way.



the competitiveness of the local system when applying for international funds, promoting participation in international networks and academic mobility programs.

As regards infrastructures, resources will be channeled towards the preservation of libraries and the development of efficient management systems.

The areas of interest and the actions envisaged as described above are an integral part of the Agreement, based on the priorities of each University and on available funding.



Luigi Einaudi Campus,
inaugurated on
September 22, 2012.

These guidelines were drawn up in light of the three Agreements (Turin Polytechnic, University of Eastern Piedmont and University of Naples Federico II) that were

renewed in 2011. The Agreement with the University of Turin ends in 2012, at which time it will be renegotiated - an activity that is already on top of the Compagnia's

agenda. The new planning guidelines, that will be drawn up in the early months of 2013, will also further detail the role of the Operating Bodies.

Operating Bodies.

Istituto Superiore Mario Boella (ISMB).
Istituto Superiore Mario Boella inaugurated a new program of activities in 2011, when its organization was profoundly reviewed. In 2013 ISMB will be engaged in basic and applied research on innovative sectors of application of ICT



(e.g., the technological and organizational sector known as *smart city*); the establishment of scientific partnerships with other research institutes and enterprises with the aim of introducing innovation in production processes; the construction of a demand pool in the field of technical-scientific support to production processes, targeting both the business world and public institutions.

Human Genetics Foundation - Torino (HuGeF).

HuGeF promotes research and advanced education in the field of human genetics with particular reference to genomic variability in multi-factor diseases. In 2013 its innovative organizational



structure will become fully operational. One of the Foundation's priorities is to turn HuGeF into a leading hosting institution for bio-genetic research in Europe. The "hosting institution" concept is gaining ground across Europe and it identifies organised centers that are equipped to attract researchers - individually and in groups - who are the recipients of grants and who carry out their activities at the hosting facility, to the benefit of both the institution itself and the local scientific community.

Istituto Superiore sui Sistemi Territoriali per l'Innovazione (SiTI) .

The agenda of the Higher Institute on Territorial Systems for Innovation will continue to be focused on territorial systems and related key aspects like infrastructures and logistics, territorial



and environmental protection. SiTI also contributes its knowledge and analyses to the Compagnia on matters of strategic relevance for urban and interregional transformation (e.g. logistics in Italy's North-West), an area in which the Compagnia is active through the promotion of actions for development.

Istituto Superiore
Mario Boella
(ISMB)

Human Genetics
Foundation Torino
(HuGeF)

Istituto Superiore sui
Sistemi Territoriali
per l'Innovazione
(SiTI)

Collegio
Carlo Alberto
(CCA)

Fondazione
per la Scuola

Operating Bodies
in the sector
of Scientific,
Economic and
Legal Research .

Collegio Carlo Alberto (CCA).

The Collegio is an internationally-oriented basic research and advanced education center in economics and political and social sciences. In 2013 the reorganization of the activities of the Collegio will be completed, placing greater emphasis

Collegio Carlo Alberto

on political and social sciences and policy-oriented research. The Collegio will also define the terms for becoming - at least in part - a host institution and it will streamline its collaboration with the University of Turin - one of its founders - in the framework of the Agreement.

Fondazione per la Scuola.

The Foundation for School is the Operating Body through which the Compagnia implements programs in the field of schooling and education. Key areas of interest, where projects are implemented directly with schools,



civic education in a European perspective; social inclusion and school mentoring for foreign minors. These aspects make the role of the Foundation essential also with reference to the Compagnia's social policy programs, in which it is often involved. The Foundation is also in charge of managing the learning center *Xké?* - *The Curiosity Lab* that promotes scientific socializing for students.



include school autonomy and the establishment of high-quality school networks; new technologies in learning; scientific education;



Collegio
Carlo Alberto.

Health.

The health system is characterized by criticalities and dimensions that prevent the support of the Compagnia di San Paolo from making a significant difference. Nevertheless it is an important priority that the Compagnia cannot fail to address, also because the Foundation believes that all relevant players – decision-makers, funders, supervisors, researchers, medical and other personnel, and the end-users themselves – need to be actively involved in the effective redefinition of a system that can be sustainable over time. The Compagnia also believes that an integrated health system - that includes medical and pharmacological research, health engineering, care, production of medical services and instruments - may open up new economic and employment opportunities in the Turin area. The Compagnia's funding for health - a rather small amount compared

to the resources required by the public health sector as a whole - will follow two lines of action:

**technological innovation,
and new management
and organizational models,
both referred to the regional
hospital system.**

The Foundation believes that only the efficient participation of all players will lead to an effective redefinition of the local system that can be sustainable over time.

As regards technological innovation, the Compagnia will evaluate projects aimed to acquire innovative medical equipment for research, diagnosing and care. Grant applications will be expected to illustrate correct utilization of technology, accessibility to the general public, and an estimate of structural and personnel needs, in line with the Regional Health Plan.





**Technological
Innovation**

**New Management
and Organizational
Solutions**

In 2013 the Compagnia will be focusing on two areas of interest in the health sector.

In this sense the Compagnia deems it essential to organize applications so as to facilitate a coordinated allocation of funds together with the Regional Health Office. To this end starting in 2013 the timeframe to submit applications will begin on January 1st and end on

March 31st. In parallel, a review of projects funded in previous years, to be carried out by the same deadline, will also contribute to decisions on new proposals submitted by the same applicants. As regards the study and the applicability of new management

and organizational solutions, the Compagnia will evaluate experimental technical applications proposed by hospitals, particularly if they are developed by internal personnel with training in organizational studies and health economics.

Historical and Artistic Heritage.

The extremely rigorous process to select restoration proposals to be funded should not be interpreted as a sign of the Compagnia's lack of appreciation of the civil, cultural and economic value of the historical and artistic heritage, but rather as the expression of a need for rational spending in the current financial scenario. The Compagnia strongly believes in the strategic value of the artistic and cultural heritage: and yet it has become apparent that in this sector only a careful allocation of resources - in Piedmont and elsewhere - can achieve adequate protection and conservation standards. In spite of shrinking funding across the board, the Compagnia can still tap into considerable resources that

have been allocated but not yet paid out to museum-related projects, encouraged by the solid results that have been achieved in Piedmont and Liguria thanks to the Foundation's support. In line with past programs, funding will be allocated to projects implemented in Piedmont and, to a lesser extent, in geographical areas where the Compagnia is traditionally active - like Genoa and Liguria. Also in 2013 actions for the conservation and the promotion of Turin's architectural and artistic heritage will focus on large projects started in previous years for the purpose of bringing them to completion. As regards Turin's Royal Palaces and the Royal Residences project - to which the Compagnia has allocated funds - priority will be given to cultural projects targeting a vast audience as well as efficient management solutions. Some of the largest projects afoot (e.g., Galleria Sabauda, Egyptian Museum,

The Compagnia di San Paolo has always regarded the historical and artistic heritage as a strategic asset and in 2013 resources will be allocated based on rational and careful considerations, as required by the current economic scenario.

the so-called Military District that will be partially accessible to visitors) will provide indications concerning access to those sites as work progresses.

Projects regarding religious buildings in the historical center will mostly focus on Baroque art and architecture.





The Egyptian
Museum
in Turin.

As regards Genoa, the program of activities for 2013 will be in line with 2012. The support given by the Compagnia, together with the Municipal Authority, to several projects to revive

the historical center over a number of years is finally bearing fruit. Work is still in progress and it will continue with the integration of resources, assets and players into cooperative networks.

In particular, the project for the Maddalena district, true to its multidisciplinary nature, will remain fully open and to see the involvement of various sectors of the Compagnia.

As regards the local historical and artistic heritage to be found across the regional territory, activities will focus on finalizing projects selected through calls in 2012. The integrated call for the Lanzo mountain district in Piedmont and the following one for the promotion of cultural assets and landscape located in that area, have brought to light the great potential that is available at local level, but that requires stronger planning, cultural and managerial skills. Promoting local potential remains one of the Compagnia's priorities, as witnessed by the support granted to a selected number of local players that have promoted high-quality cultural activities in their area of reference and to attract larger audiences. These include social advancement associations working to make the cultural heritage widely accessible and cultural voluntary organizations that help local communities rediscover and appreciate their historical, social and artistic heritage.

As regards art exhibitions the Compagnia's strategy will remain unchanged in 2013: support will be granted to carefully selected initiatives that are unrelated to other, more complex projects in which the Compagnia is already involved.

Proposals will be selected based on outstanding scientific value, financial viability and possibly an

(e.g., the Venaria Reale Estate near Turin). A similar picture also applies to contemporary art, particularly in Turin. Building on recent experiences that have contributed to shedding light on a delicate sector (especially with reference to the market), the Compagnia will consider high-quality initiatives that promote youth training, research and creativity for the benefit of the local contemporary art scene. Proposals will be required to be integrated - spatially or in networks



ability to safeguard and to recover the existing heritage, with an eye towards their geographical location

- and to function as drivers for development.



The Royal Palace

The Gardens

The Conservation
and Restoration
Center

The Venaria Reale
Cultural Estate.

The effects of the *Generazione Creativa* (Creative Generation) call will provide a platform to analyze creative ideas to be developed, also through new forms of

support, outside of the local dimension. Lastly, the cultural institutions in which the Compagnia is directly involved will be expected, as a form of “guarantee”,

to further enhance their management skills by adopting strategies that promote rationalization, efficiencies and focus, regardless of their size.

Cultural Activities.

The Compagnia di San Paolo is active in the cultural field through actions that aim to promote the development of qualified and long-term resources and sustainable activities. In the current scenario of decreasing public funding for culture and in the light of past successes, this remains the Compagnia's mission throughout 2013. The Compagnia's action will hinge once again on a rigorous selection process, the identification of distinctive cultural priorities, the creation of opportunities for innovation and creativity, and the economic repercussions of projects. Additionally, more emphasis will be placed on actions and instruments that promote and increase accessibility to cultural assets and activities, so as to bridge the cultural divide that hinders the development of a community. In 2013 the Cultural Activities Sector will follow the same lines that were adopted in 2012: *Music, theater, ballet*

and live performances; Cinema and visual media; Archives and memory of the 20th century; Libraries and promotion



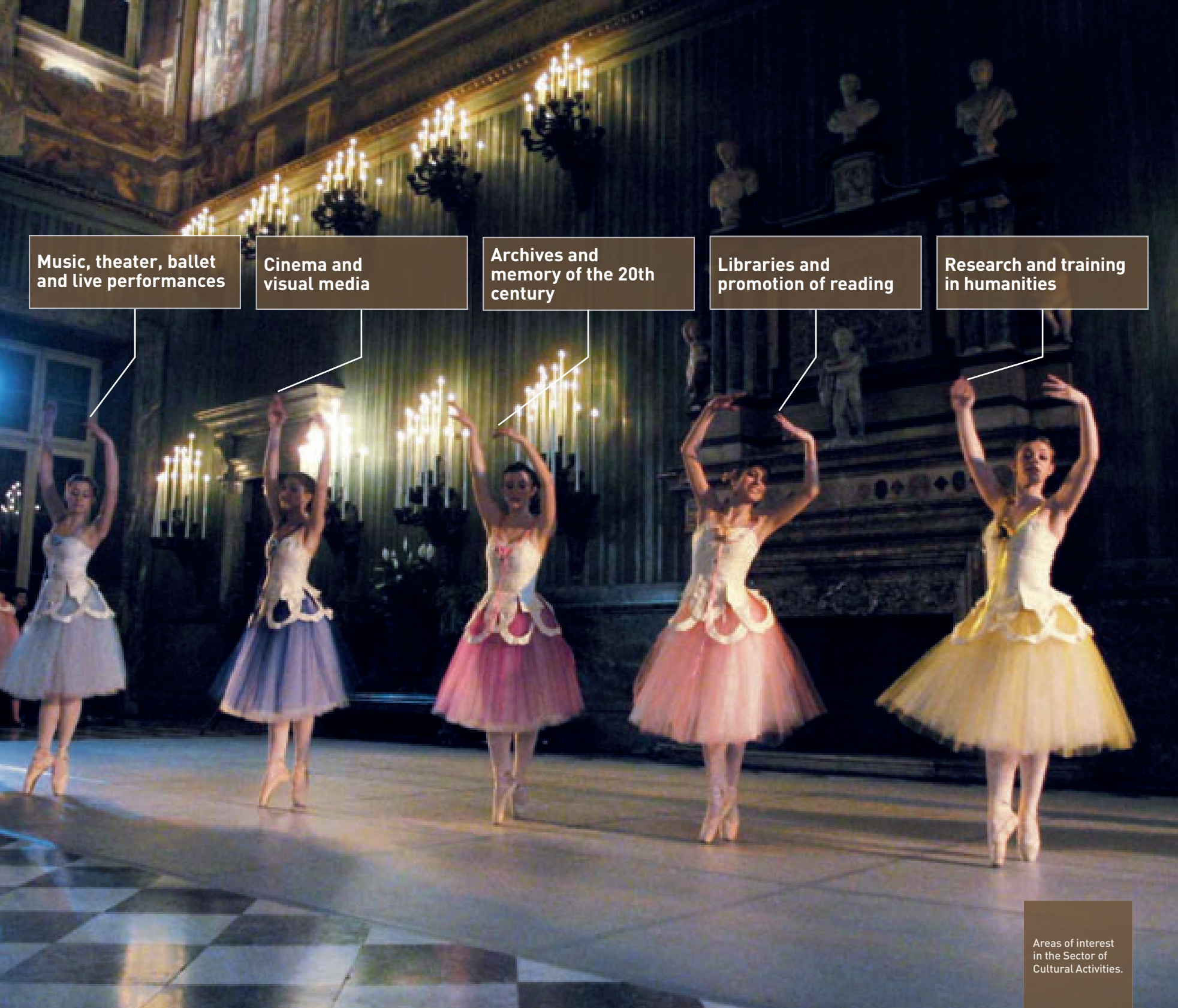
of reading; Research and training in humanities.

The Compagnia is aware that culture is rooted in a multi-factor, multidimensional process that begins

The Compagnia is aware that culture is rooted in a multi-factor, multidimensional process resting on the availability of educational opportunities that reflect different historical and technological contexts.

with the availability of educational opportunities in line with historical and technological contexts.

The “possibility” and the “capacity” to experience culture are essential factors that facilitate the acquisition of knowledge and the development of individuals and society, leading the way to economic development.



Music, theater, ballet and live performances

Cinema and visual media

Archives and memory of the 20th century

Libraries and promotion of reading

Research and training in humanities

Areas of interest in the Sector of Cultural Activities.

The capacity to experience culture stems from a precocious interest

that stimulates demand, first and foremost through direct access

to cultural resources.

Neglecting cultural education could jeopardize the gradual but constant turnover that fuels cultural creation and production in various areas of knowledge, a process that renews audiences, contaminates and enriches other disciplines that require new inspiration. The economic demand for culture is nurtured by the needs of the general public, that should be appreciated and expanded.

The actions to promote cultural education and accessibility to be undertaken by the Compagnia will focus on a number of priorities - from the performing arts to the promotion of reading, from cultural institutions to libraries - to be pursued in contexts where the need for new inputs and greater participation is particularly evident.

Promoting culture means preserving, managing and supporting cultural resources based on a comprehensive approach.

In this sense the adoption of advanced instruments is essential to ensure that the system is truly functional. This is what will be done with reference to *Archives and memory of the 20th*



As regards archival projects, new technologies should not only contribute to making contents more readily available, but they should also promote the conservation and utilization of resources and related educational activities.

Century. Coordination between grant recipients and funders will be of the essence and will be applied in various contexts, according to shared strategies and instruments.



The 2013 edition of the “Arti Sceniche” call for the performing arts - that will be the instrument of choice to

allocate funding in this Sector - will place special emphasis on the quality of proposals as well as on rational

organizational and management solutions.

New spaces and instruments will be made available to young artists, through a new section devoted to the performing arts, similar to the *Generazione Creativa* call launched by the Artistic Heritage Sector.

Activities concerning Humanities will also be required to open up opportunities for young scholars through original targeted projects.

Major cultural institutions in Turin in which the Compagnia is actively involved - Teatro Regio, Teatro Stabile and Museo del Cinema - will be encouraged to pursue greater synergies in their programs, to ensure management efficiency, and to identify additional funders for their productions.

Sharing services, creating networks, integrating cultural initiatives and technological opportunities, joint planning, and an ability to enhance the appeal of culture to new audiences are aspects that deserve greater attention across all sectors of activity, together with a careful selection of initiatives that hold true potential.



Fondazione 1563 per l'Arte e la Cultura.

The Foundation 1563 for Art and Culture, that became fully operational in mid-2012, will be in charge of managing the extensive historical archives of the Compagnia, ensuring accessibility to scholars as well as the organization and digitalization of existing documents. The Foundation will also work on a second priority, namely the advancement of studies on Baroque starting from Piedmontese history through a program of research grants. It may also organize cultural activities of a specialist and popular nature. Those activities will be carried out - in the year that marks the 450th anniversary of the Compagnia di San Paolo's establishment - in line with the program of celebrations organised by the Compagnia. Additionally the Foundation will continue to be actively involved in the activities of the Venaria Reale Estate and Restoration Center.

Libro delle Proposte.
et ordini fatti Per li sig^o Rettor, Vicetor,
et altri officiali della Compagnia di san Paolo
di Torino, concernenti l'erectione del Monte di Pietà in
essa città con l'electione de gl' officiali d'esso Monte, e
descriptione delle Clemosine receuute si dalli fratelli
della detta compagnia, come da Cittadini et habitanti in
essa città per aiuto et aumento d'esso monte, et remissione
d'esse Clemosine, al Tesorero et altri ordini fatti da
gl' officiali per il buon gouerno et maneggio
d'esso Monte, receuuti et scritti per me
Giovanni Belli, cittadino di
Torino nota publica locale.

Social Policy.

The long financial crisis afoot will continue well into 2013. Social fragility is on the rise and it is one of the priorities the Compagnia intends to address. Employment and housing as fundamental rights and social assets; limited options for young people; personal autonomy hindered by disability, health concerns or age factors: these are the aspects on which Compagnia will focus. While aware that its resources are limited and inadequate to tackle those issues at the roots, the Foundation believes that it can make a difference by promoting innovative projects and practices and pooling energies and resources. A number of instruments will be put in place by this Sector: individual initiatives selected through various procedures (calls for proposals, guidelines); support to social and voluntary work centers; multiannual projects for social innovation managed directly or through partnerships with other players.

Long term and temporary unemployment will be targeted through initiatives that have proven successful in the past:



from work vouchers for the unemployed - who are temporarily recruited to participate in non-profit social activities - to the Regional Microcredit Fund (now fully operational), to a project

recovery of personal autonomy – be it physical, relational, housing-related or economic. In this sense in 2013 specific multiannual projects will continue to play an essential part: from *Il Bandolo* (mental distress) to *Approdo*

Employment and housing, empowerment of young people, personal autonomy for those in need: these are the Compagnia's priorities that call for innovative projects and practices and a pooling of resources.

devoted to *Training for Professional Mobility* that aims to support retraining and job placement. Support to projects that aim to open up new opportunities for employment is part of a wider strategy implemented by the Compagnia to promote the



Project
LOGOS

Project
NOMIS

Project
DAFNE

Project
APPRODO

Project
IL BANDOLO

Projects that
promote the
autonomy of
persons in need.

(abused women) and *Dafne* (victims of crimes); from NOMiS (foreign juvenile delinquents or minors at risk) to *Logos* (inmates released after serving their sentence).

Support will continue to be given to initiatives targeting inmates and former convicts inside and outside of prison for the purpose of improving quality of life in prison and promoting

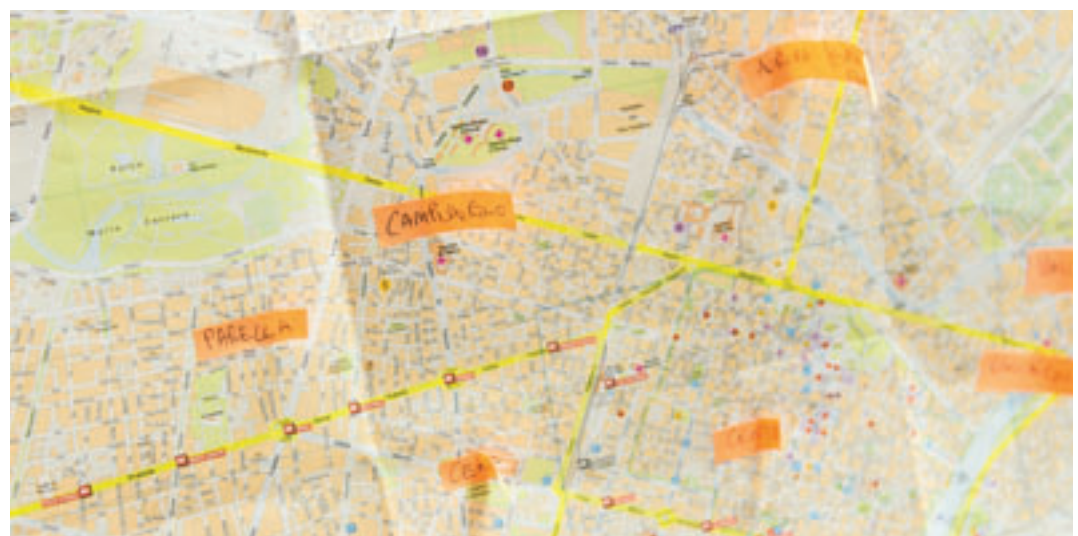
the re-entry of released convicts in society and their employment opportunities. Projects targeting refugees and the Roma population will also be considered.

The Housing Program, launched anew in 2012, will continue to promote innovative social housing solutions across different generations in a society that has changed demographically, culturally and economically. In parallel the Social Real Estate Fund (*Fondo Abitare Sostenibile Piemonte - FASP*) - a joint project of Foundations of banking origin and other partners that include the Loans and Deposits Fund - will become operational with the implementation of the first projects aimed to renew existing housing facility to be turned into socially and environmentally sustainable rent-controlled residential complexes. Support will also be given to actions in favor of children and households for issues related to development from infancy to adolescence. These also include nursery schools and kindergartens and new related projects may also be considered.

Great emphasis will be placed on youth-related projects: the Youth Empowerment Partnership Program (YEPP) is bearing fruit - for example with reference to a shared housing project for tenants of different generations in the Porta Palazzo

Home-based care projects will continue to be given priority as essential factors to ensure the safeguard of decent standards of living and autonomy for elderly or disabled persons.

Important initiatives will be implemented jointly with the City of Turin in the sector of public welfare.



district of Turin; another ongoing project, supported jointly by the Compagnia and other Foundations, targets students of foreign origin for the aim of reducing disparities in access to secondary school.

They will be regulated through ad-hoc agreements in the framework of the existing two-year program. Together with the City of Genoa the Compagnia will work to further develop urban,



"Youth of Porta Palazzo" - Youth Bank Project.

cultural and social renewal projects for the historical center of the town and the Maddalena district in particular,

with the participation of several Sectors of the Compagnia. This approach confirms the attention that the

Compagnia devotes to initiatives aimed to promote public spaces as factors that help to build and nurture social relations.

International cooperation will continue through the projects *Foundations4Africa* and *Training for Development*.

After completing the experimental phase in Senegal and North Uganda, *Foundations4Africa* will pursue the self-sustainability of development projects afoot; additionally the project will be extended to Burkina Faso under the supervision of ACRI (the Association of Italian Foundations of banking Origin and Savings Banks) with the participation of several Italian Foundations. Training for Development, targeting junior executives in public or non-profit sectors from countries in the South of the World, will promote the creation of networks among participants to further enhance their impact on their communities of origin and their ability to pass on the skills they have acquired.

Activities concerning local philanthropy and Community Foundation initiatives have become more interesting as well as more urgent in the current economic scenario.

The Research Department of the Compagnia, that is in charge of these issues, will continue to assist existing



Community Foundations in Piedmont and Liguria and to provide cultural and operational guidance to local partnerships established to create new such initiatives. In order to be supported by the Compagnia in the early days and possibly in their start-up phase, projects will need to be characterized by concreteness and sustainability. In connection with the

activity of the Research Department, research proposals may also be considered with regard to foundations, philanthropy, donations or other initiatives encouraging grant-making and community-building (for which

a call for proposals will be launched shortly). Lastly, 2013 will mark a crucial moment for the Special Funds for Voluntary Work: the reorganization and reallocation of resources following a reduction of income on the part of Foundations will require careful management to ensure equity and



The
Foundations4Africa
project – Senegal.

efficiency, and an active participation in the processes set in motion by ACRI. A similarly scenario also applies to the

Foundation for the South (Fondazione con il Sud), that in 2012 organised its “Annual Days” in Turin. In addition to

the significant grant already awarded by the Compagnia, other opportunities for cooperation will also be explored.

Ufficio Pio of the Compagnia di San Paolo.

For more than four hundred years Ufficio Pio has embodied the Compagnia di San Paolo's sensitivity towards people in economic distress by providing support and assistance.

Individual economic support and structured projects are the two main instruments that are implemented to alleviate the effects of absolute poverty and to assist individuals and households to reconstruct a project for life in the name of solidarity. Ufficio Pio will continue to work closely with the Compagnia di San Paolo (as is the case with projects *Il Trapezio* and *Percorsi* for socially vulnerable persons), the Housing Program and the Foundation for School in order to maximize the impact of its actions on a larger scale. In this sense in 2013 a new program titled *Dopo di noi* will be set up to safeguard the quality of life of persons with disabilities who are no longer supported directly by

family members. Another initiative will concern the promotion of donations and bequests for the good of society and the community. Moreover Ufficio Pio will intensify relations and cooperation with other players for the purpose of sharing good practices and ensuring an integrated approach to planning so as to meet the needs of targeted individuals and households.

thematic scopes that require the participation of two or more Sectors. Every Sector is allowed to “push the boundaries” of their actions, at least to some extent, to evaluate projects of a complex nature, but some issues point towards cross-cutting actions and require resources from the budgets of different Sectors. To external observers this fact may not seem relevant, but in fact it has led to the adoption of a new approach that has proven in some cases extremely



Multi-sector activities and instruments. Multi-sector projects represent a growing trend in the framework of the Compagnia's work concerning issues that are characterized by complex

successful, also by promoting internal/external exchange and vice-versa. The same approach will characterize actions to be undertaken in 2013 on a wider scale.



The seat of
Ufficio Pio in
Turin, corso
Ferrucci .

The main field of application of multi-sector initiatives concerns Agreements with Universities - that are intrinsically multi-disciplinary.

Some projects and programs acquire a multi-sector perspective because they refer to the same geographical area of reference, others because different competences from several sectors are

necessary to ensure a comprehensive action targeting specific geographical areas. The geographical dimension is the ideal framework for multi-sector activities.

Porta Palazzo and Torino Nord, the Maddalena district of Genoa are “urban environments” that have made the object of targeted actions concerning artistic and charitable work.

The project *Polo del '900* hinges on a specific building and a related cultural program; *Torino e le Alpi* is focused on anthropic geography and cultural networks. The former were mentioned in previous sections of this document. *Polo del '900* aims to revitalize the Turin district known as “Quartieri Militari” - a historical district designed by the architect Filippo Juvarra - that will become home to research centers and archives in the field of social, industrial and labor history, characterized by an advanced and sustainable organization of activities and the management/conservation of archival documents. The project *Torino e le Alpi* started in 2012 to promote the bond between the city and the nearby Alpine valleys.

In this framework calls for proposals will be launched in 2013 to select cultural projects to be supported, preferably submitted by local networks of operators. Other multi-sector projects may be started in 2013, also through a revisited application of the

institutional activities - but also to “processes”. After completing preliminary studies and programs in 2012, in 2013 a “Service Center”



“program” format envisaged in the Regulations for Institutional Activities of the Compagnia.

Innovation will continue with the aim of increasing the efficiency and the effectiveness of the Compagnia’s actions

not only with reference to “products” - for the purpose of defining new projects and instruments to carry out

will finally become operational to coordinate the activities of the Compagnia and its Operational Bodies, with a progressive reduction of costs and the improvement of the range of available services, including an integrated Office Administration system. The activities that have been carried out with reference to



Turin and the Alps: a program to renew the bond between the city and the mountains.

the Compagnia's Human Resources will extend to the personnel of the Operational Bodies, while innovative measures introduced in the application

process concerning calls for proposals (online application procedure) will translate into new formats for the presentation of initiatives to

the Governing Bodies and a more comprehensive and integrated evaluation process across the Compagnia's Sectors.

Creative project:
The Mask Communication.

Translation by Sarah Cuminetti.



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